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**FACTORS INFLUENCING TURNOVER INTENTION AMONG
ACADEMICS IN A PRIVATE UNIVERSITY**

By

THAVAPRIYA A/P KONASAGARAM



**Dissertation Submitted to
School of Business Management,
UUM College of Business, Universiti Utara Malaysia
in Partial Fulfilment of the Requirement for the Master of Human
Resource Management**



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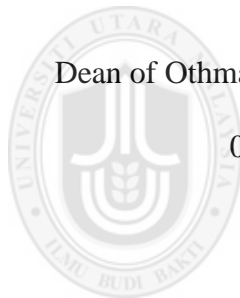
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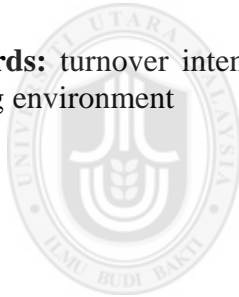
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ABSTRACT

In the recent years, higher educational institutions throughout the world including Malaysia have undergone rapid changes, and to meet those changes, the commitment of employees especially the academics is very important. Academics are the backbone of the business in education sector. High turnover rate among academics can hinder the institutions' abilities to cope with changes and finally affect their performance. This research examines the relationships between salary, training and development, career promotion, working environment and turnover intention among academics in a higher learning institution in Negeri Sembilan. A total of 200 academics was surveyed through a self-administered questionnaire. Statistical Package for Social Science (SPSS) version 21 was employed to perform data analysis of the study. Descriptive, Correlations and Regressions Analyses were performed. The findings of the study revealed that there are significant relationships between salary, training and development, career promotion, work environment and turnover intention. This study however was done in single institution whereby the generalization of the findings could not be made to other higher learning institutions.

Keywords: turnover intention, salary, training and development, career promotion, working environment

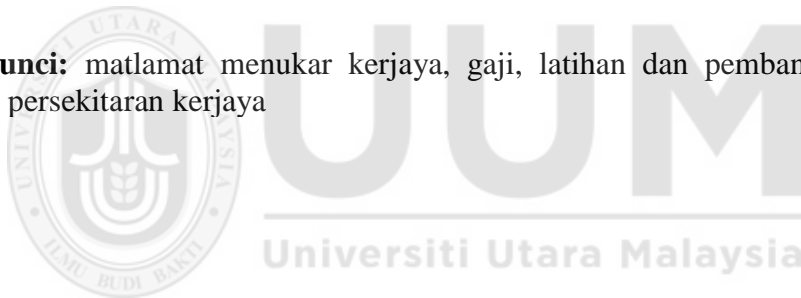


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ABSTRAK

Sejak kebelakangan ini, institusi pengajian tinggi di seluruh dunia termasuk Malaysia telah mengalami perubahan yang pesat, dan untuk memenuhi perubahan itu, komitmen pekerja terutamanya ahli akademik sangat penting. Akademik adalah tulang belakang perniagaan dalam sektor pendidikan. Kadar pekerja meninggalkan organisasi yang tinggi di kalangan ahli akademik boleh menghalang kebolehan institusi untuk mengatasi perubahan dan akhirnya mempengaruhi prestasi mereka. Kajian ini mengkaji hubungan antara gaji, latihan dan pembangunan, promosi kerjaya, persekitaran kerja dan niat menukar organisasi di kalangan ahli akademik di institusi pengajian tinggi di Negeri Sembilan. Sebanyak 200 ahli akademik ditinjau melalui soal selidik sendiri. Pakej Statistik untuk Sains Sosial (SPSS) versi 21 digunakan untuk melakukan analisis data kajian. Analisis deskriptif, korelasi dan regresi dilakukan. Penemuan kajian mendedahkan bahawa terdapat hubungan yang signifikan antara gaji, latihan dan pembangunan, promosi kerjaya, persekitaran kerja dan niat perolehan. Walau bagaimanapun kajian ini dilakukan di sebuah institusi sahaja di mana penyebaran penemuan tidak boleh dibuat kepada institusi pengajian tinggi lain.

Kata kunci: matlamat menukar kerjaya, gaji, latihan dan pembangunan promosi kerjaya, persekitaran kerjaya



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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
DV	Dependent Variable
IV	Independent Variable
MQA	Malaysian Qualification Agency
THE	Times Higher Education



CHAPTER 1

INTRODUCTION

1.1 Introduction

This study aims to examine the factors that may influence the turnover intention of academics. This chapter explains the background of the study, problem statement, research questions and objectives, significance of the study, limitations and definitions of key terms.

For decades, many researchers in the field of organizational behaviour and human resource management have examined the topic related to turnover intention. The researches basically have been focusing on the determinants as well as the effects of turnover intention. Among the determinants of turnover that have been studied include perceived organizational support, job stress, work life balance, job alternative opportunities (Hidayati & Fadilah, 2015), job satisfaction (Ucho et al, 2012), organizational culture (Macintosh & Doherty, 2010), compensation satisfaction (Chew, Ng & Fan, 2016).

According to Cascio (2010), turnover intention is beneficial to an organisation when an employee with poor performance leaves the organisation. However, it is harmful to the productivity of the company when the employee who leaves the company is someone who performs better and contribute highly to the organisation. Mitchell, Holtom and

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APPENDIX A
Survey Questionnaire, English Version



COLLEGE OF BUSINESS
UNIVERSITI UTARA MALAYSIA

Dear Sir/Madam

I am a Master of Human Resource Management student from University Utara Malaysia. Currently, I am conducting a research entitled **“FACTORS INFLUENCING TURNOVER INTENTION AMONG ACADEMICS”**. I am inviting you to participate in this research study by completing the attached surveys. I believe your participation in this study will provide representative picture to an understanding of managing turnover among academics.

This survey comprised of two sections. Section A covers questions about respondent's background information. Section B focuses on questions related to turnover intention and factors that influence turnover intention. It will take you about 10-15 minutes to complete the questionnaire. Please answer all questions and return the complete questionnaire in the drop box location. I hope you will complete the survey at your earliest convenience.

All responses are strictly confidential and any writing which results will not identify the person or the institution. If you have any questions about the study, please contact me at the number mentioned below for clarification and confirmation.

Thank you for your time and cooperation.

Yours sincerely,
Thavapriya D/O Konasagaram
College of Business,
Universiti Utara Malaysia,
06010 Sintok,
Kedah.
HP: 012-6216440, Email: thavapriya@oyagsb.uum.edu.my

Section A: Background Information

Please tick (x) the option that can best describe yourself in the appropriate box.

Gender

- ☐ Male
☐ Female

Ethnicity

- ☐ Malay
☐ Chinese
☐ Indian
☐ Others (Please specify: _____)

Marital status

- ☐ Single
☐ Married
☐ Others (Please specify: _____)

Age

- ☐ 18 – 25
☐ 26 – 35
☐ 36 – 45
☐ 46 – 49
☐ 50 and above

Highest education

- ☐ Diploma or equivalent
☐ Bachelor's degree or equivalent
☐ Master's degree or equivalent
☐ PhD and higher

Employment status

- ☐ Permanent
☐ Contract
☐ Temporary

Number of years in
The present institution

- ☐ Less than 1 year
☐ 1-5 years
☐ 6-9 years
☐ 10 years or more

Section B: Please tick (x) in the appropriate box to indicate your level of agreement for each statement below.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

Item	Statement	1	2	3	4	5
1.	I would like to resign from my current job.					
2.	I will probably resign from my current job within a year.					
3.	I often think about quitting current job.					
4.	I want to look for a new job next year.					
5.	I think this is the best institution for me to work for.					
6.	I like to work for some other institutions in the same sector that I am currently working.					
7.	Extensive training programs are provided for individuals in this job.					
8.	Employees in this job will normally go through training programs every few years.					
9.	There are formal training programs to teach new hires the skills they need to perform their jobs.					
10.	Formal training programs are offered to employees in order to increase their promo ability in this institution.					
11.	Individuals in this job have clear career paths within this institution.					
12.	Individuals in this job have very little future within this institution.					
13.	Employees career aspirations within the institution are known by their immediate supervisors.					
14.	Employees in this job who desire promotion have more than one potential position they could be promoted to.					
15.	Individuals in this job receive bonuses based on the profit of the institution.					
16.	Performance appraisals are based on objective, quantifiable results.					
17.	I receive recognition for my work.					
18.	I believe financial rewards (salary, bonus and other perks) could increase motivation at work place.					
19.	I am satisfied with the company institution's pay structure.					

20.	My institution provides fair promotion opportunities to the employees.					
21.	I am satisfied because the institution managed to provide me with safe and comfortable working environment.					
22.	I am proud the way this institution handles the safety issue and services quality.					
23.	I am satisfied with the culture of my workplace.					
24.	I am satisfied with my overall job security.					

End of Questionnaires
Thank you for your time and participation.

